Director	City Manager

COUNCIL REPORT

DATE: May 7, 2012 File No: 0600-04
TO: Mayor and Council
FROM: Annette Antoniak, City Manager
RE: Council's Strategic Priorities and Staff Departmental Work Plan Updates for Period Ending March 31, 2012

STAFF RECOMMENDATION:

THAT Council receive the quarterly update on Council's 2012 Strategic Priorities and staff's Departmental Work-plans for the period January 1 – March 31, 2012 for information.

BACKGROUND:

On August 15, 2011, Council endorsed the following Vision statement for the City of Penticton:

"Penticton – a vibrant, innovative, adventurous waterfront City focused on sustainability, community and economic opportunity."

Vivid descriptors, which identified the intent of the vision statement, were also endorsed by Council. With a vision in place for the City, Council was able to move forward with establishing Strategic Priorities for the 2011 – 2014 Council term to support that vision. The two priorities identified as Council's top priorities were the revitalization of the downtown and waterfront enhancement.

With Council's focus on these two priorities, staff identified the broader scale projects to support the priorities. The projects are as follows:

Downtown Planning and Redevelopment

- Land Use Planning
- Public Consultation/Community Engagement
- Defining the Downtown Area
- Location of Public Buildings, Amenities & Entrance Features
- Building Design Requirements and Façade Improvements
- Transportation/Parking Analysis
- Road Network and Streetscape Planning
- Defining Reconstruction Areas, Schedules, Costs and Financing
- Design
- Construction

Waterfront Enhancement

- East Okanagan Waterfront & Marina Redevelopment
- West Okanagan waterfront Lakeshore Drive Redevelopment
- Skaha Lake Marina Redevelopment
- Skaka Lake Park Enhancements

Staff's next objective was to identify costs and timelines associated with achieving those goals and to present them to Council for consideration through the budget process.

The projects supporting the priorities endorsed by Council through the budget for 2012 were as follows:

Downtown Planning and Redevelopment		
Downtown Revitalization Planning and Consultation	$267,000	2012
Main Street Planter Removal	$56,000	2012
Parking Strategy	$145,000	2012
Gyro Park Band Shell	$9,000	2012
Downtown Redevelopment Construction	(per year) $1,250,000	2013-2019
Parking Strategy	$115,000	2013

Waterfront Enhancement (E. Okanagan Lake Marina Area)		
Environmental, Geotechnical & Economic Studies	$145,000	2012
Riparian Studies	$95,000	2013

Waterfront Enhancement – W. Okanagan Lake Redevelopment		
Lakeshore Drive Public Consultation, Design Concepts, Traffic Patterns, Design Concepts, Traffic Patterns, Design	$150,000	2012
Sicamous Improvements	$305,000	2012
Okanagan Park Vendor Improvements	$4,000	2012
Lakeshore Drive Reconstruction	$1,200,000	2012
Sicamous Improvements	$155,000	2013

Waterfront Enhancement – Skaha Lake		
Skaha Lake Marina Environmental & Geotechnical Studies	$75,000	2012
Playground Upgrade	$30,000	2012
Elm Avenue Park Development	$180,000	2012
LED Promenade Lighting	$60,000	2012
Skaha East Park Electrical Upgrades	$8,000	2012
Skaha Lake Marina Environmental Items	$175,000	2013

Based on the above, Council developed a committee structure to support the above strategic plan which comprised of Council, key stakeholders in the community, community members at-large, and staff.

ANALYSIS

Now that the Vision Statement has been established, the Strategic Priorities have been identified, and the budget to support the priorities has been endorsed, Council's Strategic Plan is in place. This plan, along with the day to day operations of running the City and capital project work, provides benchmarks and performance measures for staff (through departmental work-plans) with timelines attached that tie back to the Strategic Plan. These documents form an integral part of the City's future annual reports.

As part of this process, Council will be presented with quarterly progress reports which outline the milestones achieved for each priority in the plan as well as operational updates. This will ensure the Corporation's ability to be responsive to any new emerging priorities.

This report presents the first quarterly work-plan update from staff outlining the progress achieved, timelines and milestones for each priority identified in the plan. Since the Plan was endorsed, staff has been working diligently to meet the goals and objectives for an aggressive schedule. Some items have been delayed, such as implementation of a communications strategy while recruiting for the Communications Officer position. Now that this position has been filled (as of March 26th) the City will see a marked improvement in communications with the public as we move forward with Council`s Strategic Plan.

The next quarterly update will be brought forward to Council in July, 2012.

Respectfully submitted,

Annette Antoniak,
City Manager

2012 – 2014
STRATEGIC PRIORITIES – COUNCIL
UPDATED 2012 04 02

STRATEGIC PRIORITES	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
DOWNTOWN REVITALIZATION				
DOWNTOWN REVITALIZATION Area Development	• Part 1: Setting the Stage Initial prep work and Council/Committee Endorsement of the work plan	• March 19th 2012	• DDS	• $267,000 ($)5,000 10%
	• Part 2: Visioning Commence public engagement establish vision for the planning process	• May 1st 2012		
	• Part 3: Learning Complete background research needed to complete the plan	• June 30th 2012		
	• Part 4: Planning and Design Prepare concepts and preliminary policies for community discussion. Includes Design Charrette	• Design Charrette 2nd week of July • September 15th		
	• Part 5: Dialogue Review proposed concepts with community variety of public engagement events planned	• October 31st		
	• Part 6: The Plan Prepare draft of downtown plan	• January 1st 2013		
	• Part 7: Implementation Amend bylaws, Commence design and construction	• TBD		
DOWNTOWN REVITALIZATION Parking Strategy	• Complete Downtown Plan	• January 1st 2013	• DDS	• $145,000 ($)0 0%
	• Install new parking equipment, software etc...(pending outcome of the plan)	• Spring of 2013		

DOWNTOWN REVITALIZATION Main Street Improvements Planter Removal	• Notification – Paper, DPA, Direct • Removal & Restoration	• 2012 02 27 • 2012 03 05 to 23	• WS • WS	• $56,000 ($23,000) 41%
DOWNTOWN REVITALIZATION Gyro Park Band Shell	• Roof/Washroom/Paint • Meet w/DPA & Gyro Club • Split Responsibilities • Work Period	• 2012 05 31 • 2012 04 30 • 2012 05 01 • 2012 05 02 to 31	• FACS • GMRF • GMRF • FACS	• $21,000 Total • $12,000 CF • $9,000 • 10% Complete
WATERFRONT ENHANCEMENT				

WATERFRONT ENHANCEMENT
Okanagan Lake East – Geo-Tech and Contaminated Site Work
	• Issue Proposal Call
	• Receipt of Proposals
	• Award
	• Start-up Meeting
	• Completion of:
	  • Stage 1 Preliminary Site Investigation
	  • Site Profile
	  • Preliminary geotechnical investigation
	• Negotiation of Stage 2 Work
	• Completion of:
	  • Stage 2 Site Investigation
	  • Human Health Environmental Risk Assessment
	  • Remediation Plan and cost to remediate
	• Negotiations with the province on site clean-up costs
	• Budget for Clean up
	• Obtaining a Certificate of Compliance
		• ~~2012 02 01~~ **COMPLETE**
		• ~~2012 02 21~~ **COMPLETE**
		• ~~2012 03 05~~ **COMPLETE**
		• ~~2012 03 05 to 10~~ **COMPLETE**
		• 2012 07 13
		• 2012 07 30
		• 2012 11 16
		• Q4 2012
		• Q4 2012
		• Q3 2013
			• DO
			• DO
			• DO
			• DO
			• DO
			• DO
			• DO
			• LT
			• DO
			• DO
				• $120,000
				($56,400)
				47%

WATERFRONT ENHANCEMENT Okanagan Lake East – Hotel Capacity Study	• Issue Proposal Call • Receipt of Proposals • Award • Start-up Meeting • Submission of Draft Final Report • Submission of Final Report • Presentation and direction from City Council	• 2012 04 16 • 2012 05 02 • 2012 05 19 • Week of 2012 05 19 • 2012 07 16 • 2012 07 30 • 2012 08 06	• DO • DO • DO • DO • DO • DO • DO	• $25,000 ($0) 0%
WATERFRONT ENHANCEMENT Okanagan Lake East – Lease Consolidation and Development Proposal Process	• Commence Public Consultation • Completion of Lease Consolidation • Expression of Interest Process to seek interest from developers • Request for Proposals from short list of interested developers • Contract negotiation • Completion of OCP, Zoning and DP changes • Commence site development	• Q2 2013 • Q2 2013 • Q2 2013 • Q3 2013 • Q4 2013 • Q2, 2014 • Q3 2014 ??	• DDS • LT • DO • DO • DO • DDS • Developer	• $ to be determined in 2012/2013 Budget.
WATERFRONT ENHANCEMENT Okanagan Lake West – Lakeshore Drive Improvements	• Form stakeholder committee • Issues identification and background research • First stakeholder sessions • Research and technical work • Option plan development • Second stakeholder sessions • Movement to one Plan • Third stakeholder sessions • Adoption of the Plan • Budget preparation • Detailed Design • Issue tender • Award Tender • Preconstruction Meeting	• ~~2012 03~~ **COMPLETE** • 2012 03 – 04 • 2012 04 25 - 28 • 2012 05 • 2012 06 • 2012 06 • 2012 07 • 2012 08 • 2012 09 • 2012 08 - 09 • 2012 08 - 10 • 2013 01 07 • 2013 02 04 • 2013 02 14	• CE • CE • CE • CE • CE • CE • CE • CE • CE • CE • CE • CE • CE • CE	• $150,000 ($10,000) 7%

	• Public Consultation • Start Construction • Complete Construction (Reduced activity through peak tourist season).	• 2013 02 21 • 2013 03 04 • 2013 12 31	• CE • CE • CE	• $1,200,000 ($0) 0%
WATERFRONT ENHANCEMENT Okanagan Lake West – Okanagan Park Improvements	• Design • Notification – User Groups / Event Coordinator • Install	• 2012 05 • 2012 05 • 2012 05	• PS • PS • PS	• $4,000 $0 0%
WATERFRONT ENHANCEMENT Okanagan Lake West – Kiwanis Walking Pier assessment	• Issue request for proposal • Award assignment • Completed report	• 2012 04 02 – RFQ issued • 2012 04 23 • 2012 05 31	• CE • CE • Consultant	• $23,000 ($0) 0%
WATERFRONT ENHANCEMENT Okanagan Lake West – SS Sicamous Improvements	• Structural Improvements • Meet w/Museum/SSS • Define Scope • Develop RFP Award • Work Period Items also included in above • Security Fencing • Fire Protection Upgrade	• 2012 09 30 • 2012 04 30 • 2012 05 07 • 2012 05 31 • 2012 07 01 to 09 30 • 2012 09 30 • 2012 09 30	• FACS • FACS • FACS • FACPURS • FACS • FACS • FACS	• $455,000 Total $150,000 CF $305,000 5% Complete • $35,000 CF • $19,600 CF
WATERFRONT ENHANCEMENT Skaha Lake – Geo-Tech and Contaminated Site Work	• See Okanagan Lake East Geo-Tech and Contaminated Site Work	•	•	• $75,000
WATERFRONT ENHANCEMENT Skaha Lake – Marina Area Development	• Commence Public Consultation • Completion of Lease Consolidation • Expression of Interest Process	• Q2 2013 • Q2 2013 • Q2 2013	• DDS • LT • DDS	• $ to be determined in 2012/2013 Budget

	to seek interest from developers • Request for Proposals from short list of interested developers • Contract negotiation • Completion of OCP, Zoning and DP changes • Commence site development	• Q3 2013 • Q4 2013 • Q2, 2014 • Q3 2014 ??	• DDS • DDS • DDS • Developer	
WATERFRONT ENHANCEMENT Skaha Lake – Elm Street Park Development	• Design • Notification – Council, Papers, & Direct • Construction	• ~~2012 02~~ **COMPLETE** • ~~2012 03 12~~ **COMPLETE** • 2012 03 12 to 05 18 – 45% Complete	• PS • PS • PS	• $180,000 $59,500 33% 45% Complete
WATERFRONT ENHANCEMENT Skaha Lake – Playground Development Project on HOLD till 2013 to allow for funding raising.	• Letter to South Okanagan Children's Charity – Budget approval • Plan and concept finalization • Commitment from Charity • Tender / RFP – Equipment • Notification – Paper and Council • Construction • Grand Opening Ceremony	• ~~2012 02 06~~ **COMPLETE** • ~~2012 02 20~~ **COMPLETE** • ~~2012 02 20~~ **COMPLETE** • 2013 02 • 2012 05 • 2013 05 to 06 • 2013 06	• PS • PS • PS • PS • PS • PS • PS	• $50,000 ($0) 0%
WATERFRONT ENHANCEMENT Skaha Lake – Handicapped Beach Access	• Consultation • Design • Notification • Construction	• 2012 04 to 06 • 2012 05 • 2012 06 • 2012 06	• PS • PS • PS • PS	• $ 40,000 ($0) 0%
WATERFRONT ENHANCEMENT Skaha Lake – LED Promenade Lighting	• ~~Design and Specifications~~ • Issue Material Tender (LED fixtures and standards) • Purchase Material • Installation	• ~~Q1 2012~~ **COMPLETE** • 2012 04 06 • 2012 04 22 • 2012 05 25	• OMEU • EUT • OMEU • EUT	• $60,000 ($) 20%

WATERFRONT ENHANCEMENT Skaha Lake – Park Electrical Upgrade	• Develop Work Schedule • Completion	• 2012 04 30 • 2012 06 30	• FACS • FACS	• $8,000 0% Complete

2012
DEPARTMENTAL WORKPLAN
PURCHASING DEPARTMENT
(January – March 30, 2012)

DEPARTMENTAL ACTIVITIES	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
Tenders, RFP, RFQ	~~Prepared, posted and advertised 25 Tenders, RFPs and RFQ – Q1~~	• 2012-Q1	PM	• Complete
	Tenders, RFPs and RFQs in the works - 11 as at March 30, 2012	• 2012-Q2	PM	• On-going
Cost Savings / Revenue	Dispose of surplus/obsolete equipment • $21,855.64 Q1	• On-going	SB	• On-going
	Cost savings by obtaining quotes • $46,879.49 – Q1	• On-going	PM SB	• On-going
Purchasing/Receiving/Invoicing	Process purchase orders, receive goods and match packing slips to invoice and purchase order on daily basis. <u>Q1 stats</u> • PO's issued – 219 • Work Orders issued – 393 • Invoices processed - $6,874,298.39 • Purchasing Card - $124,362.36	• On-going	PM SB PS	• On-going
Notices	Notices sent to tenants and property owners as required. <u>Q1 stats</u> • 400+ meter replacement notices • 90+ brushing and rotten private pole letters • 43 Skaha Park expansion letters to Elm Ave residents • 2012 road and sewer capital works	• On-going	PWS ES EUS	• On-going

	project notices to affected tenants and property owners • Contact list prepared for Okanagan lakeshore redevelopment project public consultation			
BC One Calls	Provide locate information for all BC One inquiries. <u>Q1 stats</u> • 198 responses	• On-going	EUS	• On-going
E3 – Energy, Environment and Energy	Data input of fleet stats for BC Climate Action Plan 2011 – complete	• On-going	PS	• On-going
Purchasing Policy	Amend Purchasing Policy to reflect needs of the corporation - include purchasing used equipment and green purchasing component	• 2012-Q2	PM Select committee	• 0%
Invoice Approvals	Prepare procedures for invoice approval process	• 2012-Q2	PM PS C APC	• 0%
Warehouse Requisitions	Input and post warehouse every 2nd day	• 2012-Q2	PM PS SB	• 0%
Annual Inventory Count	Arrange and organize staff for annual inventory count in September	• 2012-Q3	PM PS SB C	• 0%
Purchasing Cards	Reconcile list of card holders	• 2012-Q2	PM	• 0%
Authorized Signatories	Update list and value of authorized signatories for purchases	• 2012-Q2	PM	• 0%
Purchases	Daily orders of inventory and project items	• On-going	PM SB PS	• On-going

2012
DEPARTMENTAL WORKPLAN
INFORMATION TECHNOLOGY

DEPARMENTAL WORKPLAN	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
HARDWARE INFRASTRUCTURE				
Develop virtualization strategy	Implement server virtualization technology; end goal of reducing 18 servers to 6 servers	• Q4 2012	• KF (lead), HC, KW	• $100,000
Replace storage appliance	Replace CITYSAN1 as it has reached life expectancy and have exceeded capacity.	• Q4 2012	• KF	• $75,000
Annual computer replacement program	Replace approximately 53 computers that have reached end of life, including aging computers at WWTP and WTP previously not supported.	• Q3 2012	• BS, SW	• $71,000
Purchase and deploy plotter / scanner	Purchase a plotter/scanner device as Development Services currently does not have access to a suitable machine.	• Q2 2012	• SW	• $20,000
Replace Council Chambers audio / video system	Current equipment is over 10 years old and is consumer grade. New system will improve quality and dependability.	• Q2 2012	• KW	• $75,000
Replace UPS in Data Centre	Current UPS is 10+ years old and is no longer supported. Replace with multiple smaller UPS' in order to eliminate single point of failure and optimize coverage.	• Q3 2012	• KW, HC	• $10,000
Deploy additional video surveillance server	Additional server required to replace aging server and allow recording of Community Centre cameras and expand for future growth.	• Q2 2012	• KF	• $8000

NETWORK INFRASTRUCTURE				
Provide IT support services to WWTP and WTP	Replace aging and consumer-grade infrastructure to increase bandwidth as well as provide cost-savings through the use of existing corporate infrastructure	• Q4 2012	• HC	• $20,000
Replace end of life switches	Critical infrastructure switches have reached end of life and are no longer supported by manufacturer. Swap out 6 switches.	• Q2 2012	• HC	• $30,000
Expand wireless network in City facilities	Establish access to the corporate network wirelessly throughout the SOEC and Community Centre	• Q3 2012	• HC	• $68,000
SOFTWARE MANAGEMENT				
Work in partnership with Accounting to replace financial software	Assist with implementation and deployment of Agresso as required.	• Q4 2012	• Bus. Analyst	• nil
Employ suitable technologies to engage citizens and businesses online	Deploy CityView development services portal to allow for online inspection scheduling and permit application status inquiry. Apply a theme to our online web services to ensure they reflect our web presence and branding, and design spring and fall themes	• Q3 2012 • Q2 2012	• WM • KW, Atomic Crayon	• Nil • $12,000
Deploy Tempest "Calls for Service" module	Software that will be used for complaint tracking purposes and task-tracking purposes by all City departments	• Q4 2012	• WM	• nil
Develop strategy for Facilities maintenance management software	Work in conjunction with the Facilities Manager, with an emphasis on utilizing existing software	• Q4 2012	• Bus. Analyst	• $75,000

2012
DEPARTMENTAL WORKPLAN
Human Resources
(January – March 30, 2012)

DEPARTMENTAL ACTIVITIES	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
Transition Economic Development and Tourism into new model	• Handle all employee relations issues	• Q1	Gillian	• Completed
Create & Implement an Employee Engagement Plan	• Recognition & Reward System • Performance Review & Targets • Training Plan • Succession Plan • Communication	• Q2 • Q3 • Q2 • Q4 • On going	Gillian Joanna Glenn	• Within Budget, 10% complete
Compensation Program	• Create and implement	• Q2	Gillian	• Not started
IBEW Bargaining	• Ratify collective agreement	• Q1	Gillian	• Complete
IAFF Bargaining	• Commence bargaining • Ratify collective agreement	• Q4	Gillian	• Not started
Enhance HR systems, processes, procedures, and policies using the principles of continuous quality improvement and excellent customer service	• Assist with implementation of payroll and HR system • Comprehensive review of policies	• Q4 • Q3	Gillian Joanna	• Budget is held with the accounting software conversion
Achieve the Health and Safety Certificate of Recognition as deemed by WorkSafe BC	• Application to COR program • Complete GAP analysis • Review of all H&S programs and procedures • Conduct audit by external auditor	• Q4	Glenn	• Within budget • 20% complete

2012
DEPARTMENTAL WORKPLAN
FACILITIES

DEPARMENTAL WORKPLAN	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($. % COMP.)
FACILITIES				
Community Centre	• General Replacements • Miscellaneous Repairs/Safety Code • Roof Replacement • • Theatre Lobby Renovations • Pool Deck Security Gates • Partition Wall Rooms #2 & #3 • Fitness Room Upgrade	• On-going • Ongoing • 2012 05 31 • 2012 03 31 Update • 2012 06 30 • 2012 06 30 • 2012 09 09 • 2012 05 31	• RECS • FACS • FACS • • FACS • FACS • FACS • RECS	• $26,500 • $10,000 • $200,000 • 25% Complete • $21,000 • $10,000 • $18,000 • $40,000 CF
City Hall	• Committee Room A Renovation • • Board Room Upgrade • • 2nd Floor Reception Renovations	• 2012 03 31 • 2102 03 31 Update • 2012 03 31 • 2102 03 31 Update • 2012 06 30	• FACS • • FACS • • FACS	• $15,000 CF • 100%Complete • $5,000 CF • 95% Complete • $25,000
Climate Action Plan	• City Wide Energy Retrofits • Other City Properties Lighting Conversion • • • City Hall, City Yards, Fire Hall #1, Leir House Lighting Conversion	• 2012 12 31 • 2012 05 31 • • • 2012 03 31	• FACS • FACS • • • FACS	• $400,000 • $15,000 of above • 10% Complete • $25,000 from Planning Budget • 100%Complete
City Yards Buildings	• Garage Air Handling	• 2012 08 31	• FACS	• $6,000
Fire Hall # 2	• Emergency Generator	• 2012 06 30	• FACS	• $23,000 Total • $15,000 CF • $8,000

R.C.M.P. Building	• Carpet Upgrade	• 2012 05 31	• FACS	• $5,000
Other Facilities	• SPCA Demolition • • Kings Park Plumbing Upgrade • Curling Club Fresh Air Supply • Art Gallery Boiler • • • Kings Park Plumbing Upgrade • Lackawana Park Roof Replacement • Leir House Restorations	• 2012 05 31 • 2012 03 31 Update • 2012 06 30 • 2012 06 15 • 2012 02 29 • 2012 03 31 Update • • 2012 07 15 • 2012 06 30 • 2012 08 31	• FACS • • FACS • FACS • FACS • FACS • • FACS • FACS • FACS	• $25,000 • 25% Complete • $4,000 • $5,000 • $32,000 TBD • 12 02 01 100%Complete • $4,000 • $10,000 CF • $13,300 CF
S.O.E.C.	• Dressing Room Accessibility • Vault Bar Rails • Stretching Room – CR to LR • 6' Tables	• TBD	• GSS • GSS • GSS • GSS	• $7,500 • $15,000 • $25,000 • $7,500
Memorial Arena	• Interior Lighting • Evaporative Condenser Replacement	• TBD	• GSS • GSS	• $10,000 • $40,000
P.T.C.C.	• Lighting Replacement • Door Replacement	• TBD	• GSS • GSS	• $15,000 • $7,500
Master Plan	• Develop Project Plan • Completion	• 2012 05 15 • 2012 12 31	• FACS • FACS	• $120,000
Library/Museum	• Roof Repairs • Signage • Washroom Renovations • Carpeting	• 2012 06 30 • 2012 07 31 • 2012 08 31 • 2012 08 31	• FACS • FACS • FACS • FACS	• $17,700 Total • $11,700 CF • $6,000 • $8,000 Total • $4,000 CF • $4,000 • $33,900 Total • $8,900 CF • $25,000 • $50,000

2012
DEPARTMENTAL WORKPLAN
DEVELOPMENT SERVICES

DEPARMENTAL WORKPLAN	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
HARDWARE INFRASTRUCTURE				
Downtown Revitalization	Council Strategic Priority for 2012.	• Q4 2012	• DDS / MP	• $267,000 • 10% Complete
Climate Action	Implementation Plan for Corporate Climate Action Planning work.	• Q4 2012	• DDS / EC	• $400,000 • 10% Complete
Urban Deer Management	Implement Council direction for Deer Count / Capture & Cull	• Q4 2012	• DDS	• $10,000 • 30% Complete
Hire Business Licence Clerk	Hire new position and complete Business Licence move to Development Services	• Q1 2012	• MBP	• Complete
Brownfield Redevelopment	Implement new bylaws and incentive programs to deal with vacant properties and unsightly / hazardous buildings.	• Q2	• MP / MBP	• Ongoing • 30% complete
Improve Relationship with Development Community	• Work with Development Services Committee • Organize workshops / educational sessions with development community • Provide excellent customer service	• Ongoing	• DDS / MP / MBP	• Ongoing • 2 educational sessions held to date
Continue to streamline application processes	Planning & Building Department processes to be continually monitored for areas of improvement.	• Ongoing	• DDS / MP / MBP	• Ongoing
Update old bylaws	Review and amendments to existing bylaws to make easy to use for all.	• Ongoing	• DDS / MP / MBP	• Ongoing

2012
DEPARTMENTAL WORKPLAN
CORPORATE ADMINISTRATION
(January – March 30, 2012)

DEPARTMENTAL ACTIVITIES	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
Council Meetings	Review all staff reports to Council (open and in-camera) for consistency, adherence to City policy and legislation, agenda preparation, copying, linking and uploading reports, Public Hearings, Posting agendas and minutes to the internet, minute taking and Council follow up • 13 Regular or Special Council Meetings held • 12 In-Camera Meetings held	• 2012-Q1	Karen Cynthia Lorraine	• Complete
Committee Meetings (13 City Committees)	Same process as Council Meetings • 30 Committee Meetings held • 4 In-Camera Meetings held	• 2012-Q1	Barb	• Completed
Fiscal Review Advisory Committee	• Prepare agenda, minute taking, and follow up)	• 2012-Q2	Karen	• On-Going
Staff Leadership Meetings	• Bi-weekly preparation of agendas, minute taking and preparing/tracking action items	• 2012-Q1	Karen	• On-Going
Council Follow Up	• Following up on Council directives and tracking actions and completion dates in a database (including drafting routine letters and correspondence)	• On-Going	Cynthia/ Lorraine	• On-Going
Communications	• 1 Fact Sheet • 1 Media Advisory • 13 Press Releases Note: Future Communications will be coming forward through the Communications Officer	• 2012-Q1	Karen	• Completed and on-going

City Page Advertising	• Overseeing the content of the City Page in the Herald and the Western Newspapers (26 City Page Ads Prepared in Q1)	• 2012 Q1 • On-Going	Lorraine	• Completed and on-going
Policies and Procedures	• ~~Preparation of Reports to Council Staff Policy and Procedure~~ • ~~Development of templates for Reports, bylaws, policies~~ • Council Policy Review and Update • Develop a Bylaw Reference Document for Staff • Delegations Policy • One Employee of Council Policy • Council Code of Conduct Policy • Conflict of Interest Policy • Template Development for Reports, Bylaws, Policies and Procedures	• 2012-Q1 • 2012-Q1 • 2012 Q2 – Q4 • Q2 • Q2 • Q2 • Q2 • Q2 • Q1	Karen	• Completed and on-going • Completed
Freedom of Information and Protection of Privacy	• ~~Developed a "List of Routinely Available Documents" for staff reference to assist with what is routinely available vs. processing through FOI~~ • Processed 8 FOI Requests	• 2012-Q1 • 2012-Q1	Karen	• Completed
Proclamations/Invitations/ Hosting of Special Visits	• ~~29 letters prepared~~ • ~~1 visit from an Ikeda Delegation~~	• 2012-Q1	Barb	• Completed and On-going
Bylaws (Drafting or preparing)	~~3 OCP Bylaws~~ ~~6 Zoning~~ ~~16 Regulatory Bylaws~~ • Re-draft of Council's Procedure Bylaw • Business Improvement Area Petition and Bylaw • Re-draft of the Bylaw Governing Elections	• 2012- Q1 • 2012 -Q1 • 2012- Q1 • 2012-Q2 • 2012-Q2 • 2012-Q3	Karen/Cynthia	• Completed and on-going
City Staff Committees	• ~~Legal Services Review Committee~~ • Fire Services Core Review RFP Selection Committee	• 2012 Q1 • 2012 Q1	Karen Karen	• Completed

Conduct Research on behalf of the City regarding bylaws, policies, legislation, interpretation and authority	• ~~Processed 15 large research requests and several smaller requests~~ • ~~Oversee Legal Opinions~~	• 2012 Q1 • On-Going	Karen/Cynthia	• Completed and on-going
Review of Document Management Program to Adhere to recent legislation	• Review City Wide Categories and Bring Forward an Updated Records Retention Bylaw for Council's Consideration	• Q4	Karen/Cynthia	•
Research and Implement a Motion Tracker, Agreements Tracker, and Complaint Tracker	• To track Council directives, agreements and complaints for accurate follow up purposes	• Q4	Karen	•
Administrative Support for Mayor, Council, and City Manager	• Drafting of correspondence, scheduling of calendars, event preparation, and research	• On-Going	Cynthia Lorraine	•
Vet Agreements and Arrange for Signatures of all City agreements, covenants, contracts, etc.	• After each Council Meeting	• On-Going	Cynthia Lorraine	• Completed and on-going
Oversee the City's General In-Box and Respond as Appropriate	• Daily	• On-Going	Karen Lorraine	• Completed and on-going
Arrangement for Council attendance at the Council conferences including SILGA, UBCM and FCM	• Making arrangements, registration, preparing briefing notes, binder preparation and follow up	• SILGA - Q2 • FCM - Q2 • UBCM - Q3	Karen	• On-going
Daily Issues Management and response to various queries from the public and staff	• Daily	• On-Going	Karen Cynthia	• Completed and on-going
Indexing of Council Reports, Agreement, and Bylaws for the Vault	• After each Council meeting	• On-Going	Lorraine	• Completed and on-going

2012
DEPARTMENTAL WORKPLAN
COLLECTIONS

DEPARMENTAL WORKPLAN	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
		Cash		
Third Party Credit Card System	Implement third party credit card system for various revenue sources	• Q2 2012	• AC	• $20,000
		Utilities		
Pressure sealing to folding/inserting	Purchase folding/inserting machine and make changes to current billing procedure to accommodate the new process	• Q2 2012	• AC	• $20,000
Penalties to discounts	Discounts do not calculate correctly in system, investigate and provide options for penalty system	• Q4 2012	• AC	• $0
Telephone call disconnect notification	Implement telephone call for disconnections instead of mailing out notices	• Q3 2012	• AC	• $0
E-billing (link to MyCity)	Launch e-billing system for Electric & Water utilities using Teleconnect, will direct customers to view billing information on MyCity	• Q2 2012	• AC	• $0
E-Billing (PDF of bill)	Launch e-billing system for Electric & Water utilities with assistance from Tempest to send a PDF copy of bills via email	• Q4 2012	• AC	• $60,000
		Taxes		
E-billing	Launch e-billing system for taxes to send PDF copy of bills via email (will not be able to cease printing paper copies in 2012 - legislation being reviewed, possible changed in 2013 to include email as mail.)	• Q2 2012	• AC & BE	• $11,000

2012
DEPARTMENTAL WORKPLAN
ENGINEERING
Updated 2012 04 02

DEPARMENTAL WORKPLAN	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
DESIGN SECTION				
2012 Capital Works Contract	This is the prime capital works project for 2012 and combines the following projects: 1. SOEC Parking Lot 2. Aging Watermain Upgrades 3. Undersized Watermain Upgrades 4. Sanitary sewer upgrades 5. Road rehabilitation • Complete designs and tender documents • Tender period • Award contract • Commence construction • Complete construction	 • 2012 04 10 • 2012 04 16/ 05 01 • 2012 05 07 • 2012 05 28 • 2012 10 31	 • CE • CE • DS • DS • DS	 • $150,000 ($0) 0% • $1,200,000 ($0) 0% • $500,000 ($0) 0% • $200,000 ($0) 0% • $380,000 ($0) 0%
Golf Course Pond rehabilitation works	This project will see the weirs, outfall and retention pond retaining walls reconstructed. • Complete permit process • Construct works	 • 2012 Q2 • 2012 Q4 – 2013 Q1	 • CE • MPW	• $127,000 ($0) 0%
Traffic calming,	Design and installation of improvements at			• $40,000

intersection and crosswalk improvements	various locations throughout City per consultant recommendations dealing with public complaints. • Complete designs • Complete implementation	• ~~2012 Q1~~ **COMPLETE** • 2012 08 31	• CE • DS	($0) 0%
Bike Network design and implementation	Present Bike Network plan to Council and Public for acceptance and endorsement. • Council Work Shop • Public Consultation • Complete designs • Implement bike lanes	• ~~2012 02 20~~ **COMPLETE** • 2012 Q2 • 2012 06 • 2012 10	• CE • CE • CE • Contractor	• $30,000 ($0) 0%
Middle Bench Road intersection improvements	• Complete design • Complete road improvements (curb extensions/road markings)	• 2012 04 05 • 2012 05 31	• DS • PW crews	• $10,000 ($0) 0%
Kiwanis Walking Pier assessment $23,000	Review of wooden pier by specialist consultant • Issue request for proposal • Award assignment • Completed report	• 2012 05 • 2012 05 • 2012 07	• CE • Consultant • Consultant	• $23,000 ($0) 0%
Local Improvement Area strategy $28,000	Define a strategy for cost sharing of infrastructure improvements. • Complete research and compose strategy for review • Present to Council and revise bylaw	• 2012 05 31 • 2012 08 31	• CE • CE	• $28,000 ($0) 0%
2013 Pre-design	Commence pre-design work to assist in 2013 budget preparation and to meet 2013 construction season.	• 2012 08 01	• CE	• NA
2013 Budget preparation	• Commence compilation of information and create budget proposal for 2013 • Complete first draft	• 2012 09 04 • 2012 10 31	• DS	• NA
Permit processing for earthworks, Schedule F, utility services	• As and when required	• Continuous	• CE	• NA
Engineering review and approval for Development Services	• As and when required	• Continuous	• DT	• NA

ADVANCED WASTE WATER TREATMENT PLANT				
Fermenter upgrade/rebuild	Confirm best solution based on review of existing structural condition of fermenter and capacity. Schedule to be confirmed based on results of structural and capacity reviews. • Complete structural and capacity review • Complete pre-design and cost estimates and report to Council • Detailed design and Tender • Award contract • Commence construction • Complete Construction	 • 2012 Q2 • 2012 Q2 • 2012 Q2 • 2012 Q2 • 2012 Q2 • 2012 12	 • Consultant • Consultant • Consultant • CE • Contractor • AWWTPS	• $567,500 ($0) 0%
Plant maintenance and equipment refurbishment by AWWTP staff	Routine preventative measures to include: 1. Bio gearbox rebuild 2. Electrical upgrades 3. Instrumentation software updates 4. Digester mechanical and electrical upgrades • Complete upgrades	 • 2012 12 • 2012 12 • 2012 12 • 2012 Q2 • 2012 12	 • AWWTPS • AWWTPS • AWWTPS • Consultant • AWWTPS	• $77,500 ($15,000) 10%
Plant maintenance and equipment refurbishment by AWWTP staff, consultant and contractor.	Routine preventative measures to include: 1. Lift station condition assessment 2. Lift station equipment replacement 3. Screw pump rebuild • Complete upgrades	 • Q3 • 2012 12 • 2012 Q2 • 2012 12	 • Consultant • AWWTPS • AWWTPS • AWWTPS	• $70,000 ($5,000) 5%

WATER TREATMENT PLANT				
Watershed Protection Study	• Work is in progress – Completion scheduled	• 2012 05 31	• WTPS	• $60,000 ($0) 0%
Install 3rd Backwash Pump	• Construction in progress – completion scheduled	• ~~2012 02 29~~ **COMPLETE** • Final invoicing to come	• WTPS	• $120,000 ($101,031) 84%
Plant maintenance and equipment refurbishment by WTP staff	• Routine plant optimization and preventative measures to include: 1. New valve for raw creek water 2. Install particle Counter 3. Clean and inspect lake wet well 4. New valve on raw lake intake line 5. Update emergency response plan 6. Install Naramata Road booster station SCADA 7. Booster stations - pump maintenance • Complete upgrades	• COMPLETE • COMPLETE • COMPLETE • COMPLETE • 2012 06 01 • EQUIPMENT ORDERED • Partial COMPLETE • 2012 05 31	• WTPS	• $69,000 ($25,210) 36%
	•	•	•	•

2012
DEPARTMENTAL WORKPLAN
PUBLIC WORKS
Updated 2012 04 02

DEPARTMENTAL WORKPLAN	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
GENERAL REVENUE – ROADS				
D/T Planter Removal – 12 Planters	• Notification – Paper, DPA, Direct • Removal & Restoration	• ~~2012 02 27~~ **COMPLETE** • ~~2012 03 05 to 23~~ **COMPLETE**	• WS • WS	• $56,000 ($23,000) 41%
Sidewalks – Duncan Ave – Atkinson to Fairview	• Notification – Paper and Direct • Construction	• ~~2012 03 26~~ **COMPLETE** • 2012 04 02 to 20	• WS • WS	• $45,000 ($) %
Sidewalks – Fairview Road – Huth to Duncan	• Notification – Paper and Direct • Construction	• 2012 05 07 • 2012 05 14 to 25	• WS • PW Crew	• $45,000 ($) %
Sidewalks – Warren Ave – Main to Mobile Home Park	• Notification – Paper and Direct • Gas Permit • Construction	• 2012 04 16 • ~~2012 02~~ **COMPLETE** • 2012 04 23 to 27	• WS • WS • PW Crew	• $10,000 ($) %
Footpaths and Walkways	Grant dependent – design, tender and construct KVR trail upgrade with recycled asphalt millings. • Complete design • Tender and Construct • Complete construction	 • 2012 Q2 • 2012 Q2 • 2012 10 31	 • DS • DS • Contractor	• $225,000 ($0) 0%
PENTICTON TRANSIT PLAN	• Review of Draft Transit Plan with the City, BC Transit and Service Providers • Presentation of the Draft Transit Plan to the Transportation Committee for Comment • Workshop with Council on the Draft Transit Plan	• ~~2012 02 21~~ **COMPLETE** • 2012 04 16 • 2012 04 16	• DO • BC Transit • BC Transit	• N/A

	• Draft Transit Plan to Open Council meeting • Public meetings on the Draft Transit Plan • Refinement of the Transit Plan based on feedback received • Submission of Draft Final Report • Submission of Final Report • Presentation and direction from City Council • Budget preparation • Implementation	• 2012 04 16 • 2012 05 • 2012 05 • 2012 06 02 • 2012 06 08 • 2012 06 18 • 2012 10 • 2013 Q2	• BC Transit • BC Transit • BC Transit • BC Transit • BC Transit • BC Transit • DO • BC Transit	
GENERAL REVENUE – PARKS				
Skaha Playground – Upgrade Project on HOLD by request of SOCC until 2013 for fund raising and awareness	• Letter to South Okanagan Children's Charity – Budget Approval • Plan and Concept approval • Commitment from Charity • Tender / RFP – Equipment • Notification – Paper and Council • Construction • Grand Opening Ceremony	• ~~2012 02 06~~ **COMPLETE** • ~~2012 02 20~~ **COMPLETE** • ~~2012 02 20~~ **COMPLETE** • 2013 02 • 2013 05 • 2013 05 to 06 • 2013 06	• PS • PT • PS • PT • PT • P Crew • PS	• $50,000 ($) %
Skaha Park Elm Ave Development	• Design • Notification – Council, Papers, & Direct • Construction	• ~~2012 02~~ **COMPLETE** • ~~2012 03 12~~ **COMPLETE** • 2012 03 12 to 05 18	• PS • PS • P & PW Crews	• $180,000 ($59,500) 33%
Handicapped Beach Access – Skaha Beach	• Consultation • Design • Notification • Construction	• 2012 04 to 06 • 2012 05 • 2012 06 • 2012 06	• PS • PT • PT • PW Crew	• $40,000 ($) %
Kings Park Fence Extension	• Quotes • Construction	• 2012 03 • 2012 03	• PT • Contractor	• $15,000 ($) %
Bleacher Replacement Program	• Quotes • Construction	• 2012 08 • 2012 08	• PT • Contractor	• $10,000 ($) %
Small Parks Projects	• Design	• 2012 07	• PT	• $4,000

• **KVR Informational Signs**	• Quotes • Install	• 2012 07 • 2012 07 to 08	• PT • P Crew	($) %
Small Parks Projects • **KVR Warning Signs / Crosswalks**	• Design • Quotes • Install	• 2012 06 • 2012 06 • 2012 06	• PT • PT • PW Crew	• $4,000 ($) %
Small Parks Projects • **Okanagan Park - Water Expansion**	• Design • Notification – User Groups / Event Coordinator • Install	• 2012 05 • 2012 05 • 2012 05	• PT • PT • P Crew	• $4,000 ($) %
Small Parks Projects • **Skaha Sundial Decking**	• Construction	• 2012 04	• P Crew	• $3,500 ($) %
Small Parks Projects • **GYRO Parks Signage**	• Design • Quotes • Install	• 2012 07 • 2012 07 • 2012 08	• PT • PT • P Crew	• $3,500 ($) %
Small Parks Projects **Buoys**	• Quotes • Install	• 2012 06	• PT • P Crew	• $1,500 ($) %
Pathway Repairs	• Area Identification • Construction	• 2012 05 • 2012 05 to 06	• PS • PW Crew	• $10,000 ($) %
Ellis Creek Trail Head – CF	• Construction Completion • Opening Ceremony	• 2012 03 31 • 2012 06	• P Crew • PS	• $85,900 ($71,300) 83%
PENTICTON PARKS MASTER PLAN	• Preparation of Draft Master Plan Document • Workshop with Council on the Draft Parks Master Plan • Revisions to the Draft Parks Master Plan based on Council feedback • Draft Parks Master Plan to Open Council meeting • Public meetings on the Draft Parks Master Plan • Refinement of the Parks Master Plan based on feedback received • Presentation and direction from City Council	• 2012 07 • 2012 08 20 • 2012 09 • 2012 09 17 • 2012 09 • 2012 10 • 2012 10 22	• DO • DO • DO • DO • DO • DO • DO	• N/A

	• Budget preparation • Implementation	• 2012 10 • 2013 Plus	• PS • PS	
CEMETERY				
Cemetery Master Plan - CF	• Create RFP / Purchase Used • RFP Evaluation • Council Approval – If Required • Issue PO • Review Draft Report • Introduction to Council / Public Process • Final Report to Council	• 2012 04 • 2012 05 • 2012 05 22 • 2012 05 • 2012 08 • 2012 09 04 • 2012 10 01	• PWM • PS • PWM • PS • PS • PS • PS	• $80,000 ($) %
WATER UTILITY				
Rural Meter Pits	• Notification • Construction	• Prior to work • ~~2012 03 to 10~~ **Complete**	• WS • PW Crew	• $45,000 ($)45,000 100%
Irrigation Upgrading	• Planning of Projects • Notification as required • Construction	• ~~2012 02 to 03~~ **COMPLETE** • As required • 2012 02 to 10	• WS • WS • PW Crew	• $30,000 ($) %
Greyback Dam Upgrades	• Planning / Design / Eng Approval • Procurement of Gates • Review of Environmental / MOE Notification • Construction	• ~~2012 01 / 02~~ **COMPLETE** • ~~2012 02 / 03~~ **COMPLETE** • 2012 03 / 04 • 2012 08 to 09	• PWM • WS • WS • Contractor	• $350,000 ($)170,458 49%
Penticton 2 Dam Upgrades	• Predesign / Design • Tender Package • MOE Approval / Environmental Impact Assessment • Tender Award • Preconstruction Meeting • Notification • Construction	• **COMPLETE** • 2012 02 to 03 • 2012 03 • 2012 05 • 2012 06 • 2012 07 / 08 • 2012 08 / 11	• PWM - Lead • WT– Support • WS - Support	• $1,450,000 ($)205,320 14%
Misc Dam Projects	• Design / Dam Safety Approval • Construction	• 2012 07 / 08 • 2012 07 / 08	• WS - Lead	• $13,500 ($)

				%
Fire Hydrant Spacing Improvements	• Planning • Notification – As Required • Construction	• **COMPLETE** • As required • 2012 03 to 11	• WS - Lead	• $80,000 ($) %
Leak Detection Program	• Tender • Notification • Perform Project	• ~~2012 03~~ **COMPLETE** • Week prior to work commencing • To be determined	• WT - Lead	• $18,000 ($) %
SEWER UTILITY				
Compost Site – Upgrades	• Replacement as required	• 2012 12	• WS - Lead	• $5,000 ($) %
FLEET				
Purchase Fire Truck	• Create RFP / Purchase Used • RFP Evaluation • Council Approval • Issue PO • Take Possession	• ~~2012 02~~ **COMPLETE** • ~~2012 03~~ **COMPLETE** • 2012 04 • 2012 04 • 2012 12	• FMS • PM • PWM • PM • FMS	• $650,000 ($) %
Purchase Loader	• Create RFP / Purchase Used • RFP Evaluation • Council Approval • Issue PO • Take Possession	• ~~2012 02~~ **COMPLETE** • ~~2012 03~~ **COMPLETE** • ~~2012 04 02~~ **COMPLETE** • 2012 04 **COMPLETE** • 2012 06	• FMS • PM • PWM • PM • FMS	• $170,000 ($)154,000 91%
Purchase Street Sweeper	• Create RFP / Purchase Used • RFP Evaluation • Council Approval • Issue PO • Take Possession	• ~~2012 05~~ **COMPLETE** • ~~2012 06~~ **COMPLETE** • ~~2012 07 16~~ **COMPLETE** • ~~2012 07~~ **COMPLETE** • Variable	• FMS • PM • PWM • PM • FMS	• $210,000 ($)173,000 82%
Purchase Line Truck	• Create RFP / Purchase Used • RFP Evaluation • Council Approval • Issue PO • Take Possession	• 2012 07 • N/A • 2012 08 • 2012 08 • 2012 12	• FMS • PM • PWM • PM • FMS	• $120,000 ($) %
Purchase Misc Parks Equipment	• Purchase	• Variable	• FMS	• $8,000 ($) %

Fleet GPS	• RFP • Evaluation • Council Approval • Issue PO • Training – Install and User • Policy Review / Notification • Installation	• **COMPLETE** • ~~2012 02~~ **COMPLETE** • 2012 04 • 2012 04 • 2012 04 to 08 • 2012 04 • 2012 12	• FMS • PM • PWM • PM • PWM • PWM • FMS	• $31,000 + Installation ($) %

2012
DEPARTMENTAL WORKPLAN
RECREATION SERVICES

DEPARMENTAL WORKPLAN	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
RECREATION				
Recreation 5 Year Master Plan	• Budget • Develop Planning Process • Community Survey To Include Evaluation and Needs Assessment • Survey Return • Completion of Master Plan • Annually Adjust	• 2012/05/01 – 2012/12/31 • 2012/05/31 • 2012/07/31 • 2012/08/31 • 2012/12/31 • Ongoing	• RECS • RECS • RECS • RECS • RECS • RECS	• $25,000
Marketing Plan	• Develop Planning Process • Completion of Plan	• 2012/05/15 • 2012/06/30	• RECS • RECS	•
Loyalty Club	• Develop Planning Process • Full Launch Date	• 2012/05/31 • 2012/09/01	• RECS • RECS	•
New Revenue Streams	• Dale Charles Physiotherapy • Food & Beverage Concession • Cleland Theatre Optimization Plan • Cleland Theatre Marketing • Cleland Lobby Renovation • Multi-Sport Contract • New Indoor / Outdoor Triathlon • Rooms / Leases / Retail / • E-Commerce / Advertising / Naming / Sponsorships Plans	• 2012/04/02 • 2012/05/01 • 2012/05/01 • 2012/06/01 • 2012/05/31 • 2012/03/01 • 2012/11/01 • 2012/06/30 & Ongoing • 2012/06/30 & Ongoing	• RECFACS • RECFACS • RECS • RECS • FACS • RECS • RECS • RECS • RECS	• 12/04/02 100% • 12/03/31 75% • 12/03/01 100%

Fees & Charges 3 Year Plan	• Competitive Analysis for Admissions, Programs & Rentals • Venues Expense Analysis • Fees & Charges Policy Update • Fees & Charges Bylaw Update	• 2012/08/31 • 2012/09/30 • 2012/10/31 • 2012/11/30	• RECS • RECS • RECS • RECS	•
Business Management Report System	• Needs Assessment • Programming Tools • Report Development • CLASS Integration	• 2012/04/15 • 2012/04/30 • 2012/05/01 • Ongoing	• RECS • RCITFINS • RCITFINS • RECSITS	• 12/03/31 50%
Spring / Summer Recreation Guide	• Development and Editing • Distribution • Registration Commences	• 2012/02/20 • 2012/03/07 • 2012/03/07	• RECS • RECS • RECS	• 12/02/20 100% • 12/03/07 100% • 12/03/07 100%
Fall / Winter Recreation Guide	• Development and Editing • Distribution • Registration Commences	• 2012/08/13 • 2012/08/29 • 2012/08/29	• RECS • RECS • RECS	•
Fitness Room Upgrade	• Equipment Install & Completion	• 2012/05/31	• RECPURS	• 12/03/31 50%
Advertising Policy	• Presentation to Council & Approval	• 2012/04/02	• RECS	• 12/03/05 100%
Sponsorship Policy	• Presentation to Council & Approval	• 2012/04/02	• RECS	• 12/03/05 100%
Donation Policy	• Presentation to Council & Approval	• 2012/04/02	• RECS	• 12/03/05 100%
Waterfront Enhancement and Downtown Revitalization	• Outdoor Festival/Event Planning • Facilitate City Wide Department Consultation • Streamline Outdoor F/E Organization Process • Develop Comprehensive Event Planning Guide • Develop New Event Application Form • Final Guide Copy Formatted • Distribute New CEPG and EAF to All Event Organizers • Develop Special Event Calendar Communication Plan	• On-Going • 2012/03/15 & On-Going • 2012/03/31 • 2012/03/31 • 2012/03/31 • 2012/04/29 • 2012/04/30 • 2012/04/15	• RECS • RECS • RECS • RECS • RECS • RECSITS • RECS • RECS	• • 12/03/16 100% • 12/03/31 100% • 12/03/31 100% • 12/03/16 100% • 12/03/31 90% • • 12/03/31 70%

	• Implement SECCP to All Internal and External Stakeholders	• 2012/04/30	• RECS	

2012
DEPARTMENTAL WORKPLAN
ELECTRIC DEPARTMENT
Updated 2012 04 02

DEVELOPMENTAL WORKPLAN: CAPITAL – CAPACITY AND BACKUP PROJECTS	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
PRJ-2012-4 **Install Voltage Regulator on Middle Bench Rd**	• Design and Engineering, Reviews, QA Package • Final QA Approval • Tender Documents • IFC Packages • Issue RFQ, purchase materials • Construction	• 2012 Q1-Q2 • 2012 Q~~1~~2 • 2012 Q2 • 2012 Q2 • 2012 Q2 • 2012 Q3	• Consultant (PEC) • OMEU • Consultant • Consultant • OMEU • EUFore	• $256,900 ($1055) 0%
PRJ-2012-5 **Install tie for R-3, R-10, R-21, R-24**	• Design and Engineering, Reviews, QA Package • Final QA Approval • IFC Packages • Purchase materials • Construction	• ~~2012 Q1~~ **COMPLETE** • ~~2012 Q1~~ **COMPLETE** • ~~2012 03 09~~ **COMPLETE** • 2012 Q1 • 2012 Q2	• Consultant (PEC) • OMEU • Consultant • EUT • EUFore	• $329,700 ($31,143) 25%
PRJ-2012-6 **Install 8/12 KV Step Transformer on Dawson Ave**	• Design and Engineering, Reviews, QA Package • Final QA Approval • Tender Documents • IFC Packages • Issue material Tender • Construction	• Underway • 2012 Q~~1~~2 • 2012 Q2 • 2012 Q2 • 2012 Q2 • 2012 Q3 – Q4	• Consultant (PEC), EU staff • EU staff • PEC • PEC • OMEU, EUT • EUFore	• $555,800 ($27,800) 5%
PRJ-2012-7 **Reconductor Main St West Lane to 4II AL**	• Design and Engineering, Reviews, QA Package • Final QA Approval • IFC Packages • Purchase materials	• 2012 Q~~1~~2 Underway • 2012 Q~~1~~2 • 2012 Q~~1~~2 • 2012 Q2	• Consultant (PEC), EU staff • EU staff • PEC • EUT	• $193,900 ($0) 0%

	• Construction	• 2012 Q2	• EUFore	
PRJ-2012-11 **477 AL Express Feeder and Voltage Regulator** Project on **HOLD** awaiting outcome of Westminster Substation upgrade.	• Design and Engineering, Reviews, QA Package • Final QA Approval • Tender Documents • IFC Packages • Issue RFP, purchase materials • Construction	• 2012 Q1 • 2012 Q1 • 2012 Q2 • 2012 Q2 • 2012 Q2 • 2012 Q2 – Q4	• Consultant (PEC), EU staff • EU staff • PEC • PEC • OMEU, EUT, Contractor	• $730,900 ($0) 0%
PRJ-2012-16 **Install 477 AL tie between R-4 and R-5**	• Design and Engineering, Reviews, QA Package • Final QA Approval • IFC Packages • Order materials • Construction	• 2012 Q12 • 2012 Q1 2 • 2012 Q2 • 2012 Q2 • 2012 Q2 – Q3	• Consultant (PEC), EU staff • EU staff • PEC • EUT, EUFore	• $237,400 ($0) 0%

In addition to the above major projects, there are 13 smaller Capacity and Backup Projects which will be undertaken through 2012 by Utility staff.

DEVELOPMENTAL WORKPLAN: CAPITAL – BASE, SPECIAL PROJECTS	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
Wood Pole Replacements • **Ongoing through 2012** • **Acct #673-20**	• Review location requirements • Prepare design and issue Work Request • Replace pole	• 2012 Q1 – Q4 • 2012 Q1 – Q4 • 2012 Q1 – Q4	• EUFore, EUSub • EUT • PLTs	• $165,600 ($17,000) 10%
#6 Copper Conductor Replacement • **Ongoing through 2012** • **Acct #673-50**	• Review location requirements • Prepare design and issue Work Request	• 2012 Q1 – Q4 • 2012 Q1 – Q4	• EUFore, EUSub • EUT T	• $220,600 ($16,000) 7%

	• Replace conductor	• 2012 Q1 – Q4	• PLTs	
Substation Demand Metering • **Acct 675-09**	• Review metering requirements • Prepare RFP • Evaluate RFP Responses • Purchase and install equipment	• 2012 Q12 • 2012 Q2 • 2012 Q2 • 2012 Q2 – Q3	• OMEU, MT • OMEU • OMEU, MT • OMEU, MT contractor	• $110,000 ($0) 0%
Voltage Conversion • **Transformer Replacements on Circuits R-5 and R-6** • **Acct #677-10**	• Review location requirements • Prepare Transformer Purchase Tender • Review Tenders, Issue PO • Prepare design and issue WR • Replace Transformers	• ~~2012 Q1~~ **COMPLETE** • ~~2012 Q1~~ **COMPLETE** • ~~2012 Q1~~ **COMPLETE** • 2012 Q1 – Q4 • 2012 Q1 – Q4	• EUFore, EUT • OMEU, PM • OMEU, PM • EUT • PLTs	• $400,000 ($108,144) 27%
AMR Conversion • **2700 meters** • **Acct #678-10**	• Prepare 2012 Deployment Plan • Order required meters for 2012 • Prepare Meter Change Docs • Carry out meter replacements – Goal 300 -400 /month	• ~~2012~~ Q1 **COMPLETE** • ~~2012 Q1~~ **COMPLETE** • ~~2012 Q1~~ **COMPLETE** • 2012 Q1 – Q3	• OMEU OM • MT • MT • MT, Temp	• $312,000 ($144,982) 46%

DEVELOPMENTAL WORKPLAN: OPERATING – SIGNIFICANT & SPECIAL PROJECTS	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
Wood Pole Test & Treat • **Acct #501-70**	• Review pole database and compile pole list • Install asset tags, document pole contacts • Prepare RFP/RFQ, review submissions • Award contact • Test & Treat proceed • Update database	• ~~2012 Q1~~ **COMPLETE** • 2012 Q1-Q2 Underway • 2012 Q2 • 2012 Q2 • 2012 Q2 – Q3 • 2012 Q3	• EUT • EUT, EUFore • OMEU, EUT • OMEU • Contractor • EUT	• $205,000 ($6,220) 3%
Carmi Sub Recloser Overhauls • **Overhaul and service 4 reclosers** • **Acct #505-30**	• Quotes for serving • Ship spare recloser to PTI • Replace & OH 2 reclosers • Replace & OH 2 reclosers	• ~~2012 Q1~~ **COMPLETE** • ~~2012 Q1~~ **COMPLETE** • 2012 Q2	• OMEU • MT • EUFore • EUFore	• $35,000 ($5,990) 17%

		• 2012 Q3		
Review & Update Safe Practices Regulations • **New format** • **Incorporate CPEU policies & procedures**	• Review of existing SPR manual, update • Manager review of proposed changes • Incorporate existing procedures into SPR manual • Manager review of new SPR manual	• ~~2012 Q1~~ **COMPLETE** • 2012 Q~~1~~2 Underway • 2012 Q2 • 2012 Q2	• EUSub • OMEU • EUSub • OMEU	• N/A, 0%
MICRO HYDRO AND NATURAL GAS OR WOOD FUELLED ELECTRICTY GENERATION	• Issue Proposal Call • Receipt of Proposals • Award • Start-up Meeting • Submission Alternatives Report • Presentation Alternatives Report to Staff • Submission of Draft Final Report • Submission of Final Report • Presentation and direction from City Council If the Feasibility Study requires further work then: • Budget Amendment • Completion of additional Feasibility Study Work • Presentation and direction from Council If the project is approved then: • Permitting • Securing of electricity sales and natural gas purchase • Design • Construction • Commissioning • Operation	• ~~2012 02 06~~ **COMPLETE** • ~~2012 02 21~~ **COMPLETE** • ~~2012 03 19~~ **COMPLETE** • ~~2012 03 19~~ **COMPLETE** • 2012 05 09 • 2012 05 23 • 2012 06 22 • 2012 07 06 • 2012 07 16 • 2012 07 16 • S2012 09 • 2012 10 01 • Q1 2013 • Q1 2013 • Q2 2013 • Q3 2014 • Q1 2015 • Q2 2015	• DO • DO • DO • DO • DO • DO • DO • DO • DO • DO • DO • DO • DO • DO • MOEU • MOEU • MOEU • MOEU	• $23,000 ($22,700) 100%
POLE CONTACT AGREEMENTS	• Complete analysis of pole contact costs • Complete review of Shaw and	• 2012 04 • 2012 04	• DO • DO	• N/A, 20%

	Telus Pole Contact Agreement and identify changes • Review proposed price and contract changes with Shaw and Telus • Negotiate changes with Shaw and Telus • Agreements to Council for considerations and execution • Budget for revised revenue stream	 • 2012 05 • 2012 05 • 2012 06 04 • 2012 10	 • DO • DO • DO • DO	
GREEN JOB GRANT PROCESS	• Issue Proposal Call • Receipt of Proposals • Award • Start-up Meeting • Submission of Draft Final Report • Submission of Final Report • Presentation and direction from City Council If No Business Case STOP. If Business Case: • Develop a Program and Budget • Presentation and direction from Council • Budget Amendment • Program Launch	• ~~2012 02 13~~ Complete • ~~2012 02 28~~ Complete • ~~2012 03 19~~ Complete • ~~2012 03 19~~ Complete • 2012 05 16 • 2012 05 30 • 2012 06 18 • 2012 07 • 2012 08 07 • 2012 08 07 • 2012 10	• DO • DO • DO • DO • DO • DO • DO • DO • DO • DO	• N/A, 15%
Complete Policy setting various Electric Utility Maintenance Priorities and Standards • **Switch inspection & maintenance** • **Vault inspection & maintenance**	• Review existing maintenance policies • Determine appropriate service levels • Draft new policy • Review and revisions • Submit final policy	• 2012 Q~~4~~2 • 2012 Q2 • 2012 Q2 • 2012 Q2 • 2012 Q3	• OMEU • OMEU EUFore • OMEU • DO, OMEU • OMEU	• N/A, 5%

2012
DEPARTMENTAL WORKPLAN
ACCOUNTING

DEPARMENTAL WORKPLAN	ACTION	TIMELINE (Year/Mth/Day)	STAFF ASSIGNED	BUDGET ($, % COMP.)
ERP conversion project SECTION				
• This project represents the migration of the City away from its current inefficient and ineffective legacy systems to the Agresso Business World ERP system.	**Recommendation to Council** Includes – i) Complete report to Council (deliverable) ii) Present report to Council Communication to RFP respondents	Feb 6 2012	Colin Fisher	N/A
	Engage project manager Includes – i) Issue RFQ's for project manager ii) Engage project manager	Mar 2012	Colin Fisher Cathy Ingram Doug Leahy	$84,000
	Establish oversight and management framework: Includes – i) Formalizing the project plan (deliverable) ii) Define roles for the project sponsor and project lead and identify individuals iii) Define role for the steering committee and identify individuals	Mar 2012	Colin Fisher Annette Antoniak Doug Leahy	N/A

	Award contract(s) with selected vendor (deliverable) : Includes but not restricted to negotiation of – i) Cost ii) Deliverables iii) Maintenance and support iv) Performance standards v) Provision for escalation vi) Recourse for non-performance vii) Completed terms of reference for vendor for both the ERP system and the budget module	Mar 2012	Colin Fisher Annette Antoniak Doug Leahy Project Manager	$234,000 (ERP system licenses) $50,000 (budgeting module licenses)
	Completion of final drafts of key documents (deliverables) : Includes but not restricted to – i) Project charter ii) Project scope document	Apr 2012	Project Manager	N/A

	Create project plan (deliverable): Includes but not restricted to – i) Identification of the project team and assigning responsibilities ii) Formalizing a communications plan to stakeholders iii) Developing meeting schedules iv) Establish process for measuring progress (including against budget), controlling risk, and managing change v) Documentation of activities vi) Identification of all project tasks vii) Task flow chart viii) Timelines ix) Milestones including go/no-go decision points x) Deliverables throughout the project plan implementation xi) Training xii) Creation of testing scripts xiii) Conversion-day plan	Apr 2012	Colin Fisher Project Manager Department managers	N/A
	2) Plan implementation: This is the most protracted step and includes – i) Completion of project tasks and deliverables ii) Ongoing meetings and communications iii) Ongoing review of progress against plan and budget iv) Reporting to stakeholders v) Execution of testing scripts Note: testing and creation of the conversion-day plan are project tasks	Apr 2012 -> Oct 2012	Colin Fisher Project Manager Department managers Department teams	$25,000 (backfill) $82,000 (vendor technical consulting) $183,000 (vendor conversion services) $61,000 (business analyst)

	Conversion: This is the execution of the conversion-day plan (deliverable) and includes – i) Having the necessary resources in place ii) Determination of a go/nogo decision iii) Critical failure actions iv) Documentation and sign-off	Sept 30 2012 (budgeting module) Oct 31 2012 (ERP system)	Colin Fisher Project Manager Department managers Department teams	N/A
	Post mortem: This is an evaluation and documentation of the project including – i) An analysis of what went well and what didn't (deliverable) ii) Tasks and procedures that have changed, been eliminated, or been added – including the impacts of all these changes had on efficiency and consumption of resources (deliverable). iii) What needs to be done or considered going forward – such as full implementation of specific functionalities or additional modules (deliverable) iv) Documentation and sign-off of the analysis (deliverable)	Nov 2012	Colin Fisher Project Manager Doug Leahy Annette Antoniak	$25,000 (contingencies)